
A STUDY ON EMPLOYEE PERCEPTION ON ORGANIZATION HR POLICIES

PADAKANTI MADHURI ^[1]

MBA Student

DR. J SUNDAR ^[2]

ASSISTANT PROFESSOR

^[1,2]MASTER OF BUSINESS ADMINISTRATION

^[1,2]Megha Institute of Engineering and Technology for Women, Sy. No. 7,
Edulabad Road, Edulabad, Ghatkesar, Telangana.

ABSTRACT

In the contemporary knowledge-driven economy, the human capital of an organization serves as its primary competitive advantage. For technology-driven firms like **Inkonsul Technologies**, the efficacy of Human Resource (HR) policies is a critical determinant of organizational stability, employee engagement, and long-term productivity. This research project, titled "**Employee Perception on Organization HR Policies**," aims to evaluate how employees perceive the existing HR framework and how these perceptions influence their professional commitment and workplace morale.

The primary objective of this study is to examine the clarity, transparency, and implementation of core HR policies—including recruitment and selection, performance appraisal systems, training and development, compensation structures, and leave policies—within the specific context of an IT consulting environment. The study utilizes a **descriptive research design** to capture the nuances of employee sentiments. Data was collected from a sample of **100 employees** at Inkonsul Technologies through a structured questionnaire utilizing a 5-point Likert Scale, supplemented by secondary data from journals, annual reports, and industry publications. The preliminary analysis indicates that while the technical workforce possesses a high degree of awareness regarding operational policies, there are significant perceptual gaps concerning the objectivity of performance-linked incentives and the adequacy of career progression pathways. The research highlights a direct correlation between "perceived fairness in policy administration" and "employee retention rates."

Key findings suggest that employees value flexibility and continuous skill-upgradation opportunities over traditional bureaucratic control. The study concludes with strategic recommendations for the HR department at Inkonsul Technologies, emphasizing the need for **digitized HRIS (Human Resource Information Systems)** to enhance transparency and the introduction of "well-being" centric policies to mitigate the high-stress environment typical of the tech industry. This project provides a comprehensive roadmap for aligning employee expectations with organizational goals, ensuring a harmonious and high-performing workplace culture.

1.INTRODUCTION

The concept of Human Resource Management (HRM) has evolved from a traditional administrative "personnel" function into a strategic cornerstone for organizational success. In the modern corporate landscape, HR policies serve as the foundational blueprint that governs the relationship between the employer and the employee. These policies are not merely a set of rules but are a reflection of the organization's core values, ethics, and long-term vision. For an entity like **Inkonsul Technologies**, where intellectual capital is the primary driver of value, HR policies provide the structural framework necessary to attract, develop, and retain high-caliber talent. When these policies are well-defined and communicated, they foster a sense of security and transparency, allowing employees to align their individual career aspirations with the overarching strategic objectives of the firm, thereby creating a symbiotic environment conducive to sustainable growth.

Employee perception remains the most critical metric in evaluating the success of any HR framework. It refers to the subjective interpretation and evaluation by staff members regarding how policies are implemented on the ground rather than how they appear on paper. In the IT and consulting sector, where project deadlines are rigorous and technical skills are highly specialized, the perception of fairness in areas like performance appraisal, compensation, and work-life balance can make the difference between a motivated workforce and a stagnant one. Research indicates that if employees perceive HR policies as being biased, inconsistent, or outdated, it leads to psychological withdrawal, decreased productivity, and high attrition rates. Therefore, understanding the "perceptual reality" of

the workforce is essential for leadership to bridge the gap between intended policy design and actual employee experience.

1.2 SCOPE OF STUDY

The scope of this research is primarily confined to an in-depth analysis of employee perceptions regarding the Human Resource policies implemented at **Inkonsul Technologies**. While the field of HRM is vast, this study specifically focuses on the functional areas that most directly impact the daily professional lives of the workforce. The scope can be categorized into the following dimensions:

- **Policy Domain Scope:** The study covers essential HR pillars including Recruitment & Selection, Training & Development, Performance Management Systems (PMS), Compensation & Benefits, and Employee Welfare policies. It examines not just the existence of these policies, but the transparency of their communication and the fairness of their execution.
- **Geographical and Demographic Scope:** The research is localized to the employees operating within the Indian offices of Inkonsul Technologies. It encompasses a cross-sectional demographic, including junior associates, mid-level managers, and senior consultants, to capture a 360-degree view of how policy perception shifts across different levels of the organizational hierarchy.

1.3 NEED OF STUDY

In the hyper-competitive IT services and consulting industry, the "War for Talent" is an ongoing challenge. For **Inkonsul Technologies**, understanding the pulse of the workforce is not just a human relations exercise but a strategic necessity. The need for this study is highlighted by the following factors:

- **Bridging the Policy-Practice Gap:** Often, there is a significant disconnect between what is drafted in the HR manual and how it is perceived by the end-user (the employee). This study is needed to identify these gaps and provide management with an empirical basis to refine policy implementation.

- **Enhancing Employee Retention:** In an industry characterized by high attrition rates, positive perception of HR policies acts as a "Social Glue." Investigating which policies are viewed as supportive and which are seen as bureaucratic helps in designing retention strategies that actually resonate with the staff.
- **Optimization of Performance Management:** For tech-driven firms, traditional appraisal systems are often viewed as subjective. This study is essential to gauge whether employees at Inkonsul Technologies trust the current PMS or if they perceive it as biased, which directly impacts their motivation and output.

1.4 RESEARCH METHODOLOGY

Research Methodology is the systematic plan for conducting research. In this study on **Employee Perception of HR Policies at Inkonsul Technologies**, the methodology is designed to ensure that the findings are objective, measurable, and academically rigorous. It provides a roadmap for the collection, analysis, and interpretation of data to draw valid conclusions regarding the organizational climate.

The following points detail the comprehensive methodology adopted for this project:

1. **Selection of the Research Design:** The study adopts a **Descriptive Research Design**. This design is selected because it allows the researcher to describe the characteristics of the population and the phenomena being studied without influencing them. At Inkonsul Technologies, this design helps in portraying an accurate profile of employee attitudes, opinions, and perceptions regarding HR frameworks. It provides a "snapshot" of the current organizational health, which is essential for identifying specific areas that require policy intervention or communication improvements.
2. **Statement of the Problem:** The core problem addressed is the potential gap between policy "intent" and policy "experience." While management at Inkonsul Technologies may design policies to be employee-friendly, the actual perception of these policies can vary based on individual experiences and management styles. This study seeks to investigate whether these perceptions are positive or negative and

how they correlate with employee motivation. If left unstudied, a negative perception can lead to a toxic culture and high turnover, making this research critical for organizational sustainability.

1.5 LIMITATIONS OF STUDY

Every academic research, despite meticulous planning and execution, operates within certain constraints that may affect the absolute generalization of the findings. Recognizing these limitations is a hallmark of scholarly integrity, as it provides context for the results and identifies boundaries for the study's application. In the case of **Inkonsul Technologies**, the following limitations were encountered:

1. **Temporal Constraints and Snapshot Nature:** This research is fundamentally a "snapshot" study, capturing the perceptions of employees at a specific point in the 2024–2026 period. Human perception is dynamic and highly susceptible to recent events, such as a particularly stressful project deadline or a recent bonus announcement. Therefore, the sentiments recorded during the data collection phase may fluctuate over time as organizational circumstances change. The study does not account for long-term longitudinal shifts in perception, which might offer a more comprehensive view of how HR policy changes affect the workforce over a multi-year career span within the company.
2. **Sample Size and Representativeness:** While a sample of 100 employees was scientifically selected to represent Inkonsul Technologies, it still constitutes only a fraction of the total workforce. In any organizational study, there is an inherent risk of sampling error where the views of the selected 100 may slightly deviate from the views of those not surveyed. Furthermore, if certain departments were more accessible during the survey period than others, the data might carry a subtle departmental bias. While random sampling was used to mitigate this, the sheer diversity of roles in a tech consulting firm means that 100 responses may not fully capture the micro-perceptions of every niche technical team.

2. REVIEW OF LITERATURE

Review of Literature is the process of identifying, evaluating, and interpreting the existing body of recorded work produced by researchers, scholars, and practitioners on a specific topic. For this study on **Employee Perception of HR Policies at Inkonsul Technologies**, the literature review serves as a theoretical foundation, bridging the gap between established academic theories and the practical realities of the IT consulting sector. By analyzing past studies, we can identify patterns in how human capital responds to organizational stimuli and establish a benchmark for our current findings.

The following paragraphs summarize the key literary contributions relevant to this research:

1. **The Evolution of Strategic HRM:** According to **Storey (2021)**, the transition from traditional personnel management to Strategic Human Resource Management (SHRM) has fundamentally altered the "psychological contract" between the employer and the employee. Storey argues that HR policies are no longer administrative tools but are strategic levers that drive organizational performance. In the context of a technology firm like Inkonsul Technologies, this literature suggests that policies must be proactive rather than reactive. The research emphasizes that when employees perceive HR as a strategic partner rather than a policing unit, their commitment levels significantly increase, leading to a more innovative work culture and lower turnover rates in high-pressure environments.
2. **Perceived Organizational Support (POS):** A landmark study by **Eisenberger et al. (2020)** introduces the theory of Perceived Organizational Support, which posits that employees develop a general belief regarding the extent to which the organization values their contribution and cares about their well-being. The literature suggests that HR policies—specifically those related to employee welfare and grievance handling—are the primary indicators of POS. For employees at Inkonsul Technologies, high POS acts as a buffer against work-related stress. The review indicates that when policies are perceived as supportive, employees feel a sense of obligation to "repay" the organization through higher productivity and organizational citizenship behavior.
3. **Organizational Justice and Policy Fairness:** **Colquitt and Zipay (2022)** explored the multifaceted nature of organizational justice, focusing on how employees judge

the fairness of HR outcomes (Distributive Justice) and the processes used to reach them (Procedural Justice). Their research highlights that even if an outcome (like a bonus) is favorable, a flawed process can lead to negative perceptions. This is particularly relevant for the Performance Management Systems at Inkonsul Technologies. The literature concludes that transparency in policy communication is more critical than the actual quantum of benefits, as employees prioritize "procedural integrity" over mere financial gain, which fosters long-term trust in the leadership.

3.A INDUSTRY PROFILE : THE IT AND ITES SECTOR IN INDIA

The Information Technology (IT) and Information Technology Enabled Services (ITeS) industry is a cornerstone of the Indian economy, serving as a global benchmark for digital transformation and service excellence. As of 2024–2025, the industry has transitioned from being a back-office service provider to a global hub for "Digital-First" solutions. For an organization like **Inkonsul Technologies**, the industry environment is characterized by rapid cycles of innovation, a highly mobile talent pool, and an increasing reliance on niche technical expertise. Understanding the industry profile is essential to contextualize why HR policies regarding skill-upgradation and employee retention are the lifeblood of tech-driven firms.

The following points provide a detailed analysis of the current industry landscape:

1. **Economic Contribution and Global Standing:** The Indian IT industry has grown at a CAGR of approximately 10-12% over the last decade, contributing nearly 7.5% to India's GDP. By 2025, the industry is projected to reach a valuation of \$300 billion to \$350 billion. India remains the premier destination for global sourcing, accounting for roughly 55% of the global sourcing market. This dominance is attributed to a massive pool of English-speaking technical graduates and a cost-competitive service delivery model. For HR managers, this means operating in an environment where the "brand value" of being an Indian IT professional is at an all-

time high, necessitating policies that maintain high service quality standards through continuous performance monitoring.

2. **The Shift Toward Digital and Hyper-Specialization:** The industry is currently undergoing a "skills revolution," moving away from legacy software maintenance toward SMAC (Social, Mobile, Analytics, and Cloud) and generative AI. In 2024, digital revenue accounted for over 35-40% of total industry revenue. This shift has created a paradoxical labor market: while there is a surplus of general IT graduates, there is an acute shortage of "hyper-specialized" talent in areas like Cybersecurity, Data Science, and DevSecOps. Consequently, HR policies in the industry have shifted focus from mass recruitment to "strategic talent acquisition," where the perception of an organization's technical prowess and training culture becomes the primary attractor for high-end consultants.
3. **Hybrid Work Models and the "New Normal":** Post-2023, the IT sector has permanently integrated hybrid work frameworks. According to industry reports from NASSCOM, over 80% of IT firms in India have adopted a 3-day office week or completely remote options for specialized roles. This has fundamentally changed the "Need for Study" regarding HR policies. Employees no longer view office facilities as a primary benefit; instead, they value "Work-from-Anywhere" flexibility, digital wellness, and asynchronous communication policies. For firms like Inkonsul Technologies, HR policies must now address the "Digital Employee Experience" (DEX), ensuring that remote employees feel just as connected and valued as their on-site counterparts.

3.B COMPANY PROFILE: INKONSUL TECHNOLOGIES

Inkonsul Technologies is a burgeoning force in the IT consulting and software services landscape, headquartered in Hyderabad, India—a global hub for technological innovation. Since its inception, the company has carved a niche for itself by delivering bespoke digital solutions that integrate cutting-edge technology with strategic business consulting. As an organization, Inkonsul is characterized by its "People-First" philosophy, recognizing that its intellectual capital is the sole differentiator in a crowded marketplace. The following

detailed analysis provides an overview of the company's internal environment, operational ethos, and the HR framework that governs its workforce.

1. **Organizational Genesis and Vision:** Inkonsul Technologies was founded with the objective of bridging the gap between complex technological advancements and practical business applications. The company's vision is to empower global enterprises through "Intelligent Consulting," leveraging data analytics and cloud infrastructure. From an HR perspective, this vision translates into a recruitment strategy that seeks not just technical coders, but "Consultative Engineers"—individuals who possess both the hard skills for development and the soft skills for client engagement. This dual requirement places a unique pressure on HR policies to foster a culture of continuous multidisciplinary learning.
2. **Service Portfolio and Market Positioning:** The company operates across various verticals, including Banking, Financial Services, and Insurance (BFSI), Healthcare, and E-commerce. Their service offerings range from Enterprise Resource Planning (ERP) implementation to AI-driven customer insights. Positioned as a "High-Touch" consulting firm, Inkonsul competes by offering personalized attention that larger MNCs often lack. This market positioning necessitates HR policies that emphasize "Employee Empowerment," where consultants are given the autonomy to make real-time decisions for clients. The perception of this autonomy is a key factor in employee job satisfaction within the firm.

4. DATA ANALYSIS AND INTERPRETATION

This chapter represents the empirical core of the research project. The data presented herein was gathered from **100 employees** at **Inkonsul Technologies** using a structured questionnaire. The responses have been tabulated, converted into percentages, and interpreted to provide a clear understanding of the prevailing "Employee Perception" regarding various HR policies.

Table 1: Employee Awareness Levels Regarding HR Policies

The first step in understanding perception is assessing whether employees are actually aware of the formal policies in place.

Sl. No	Awareness Level	No. of Respondents	Percentage (%)
1	Fully Aware	45	45%
2	Partially Aware	35	35%
3	Aware only of basic policies	15	15%
4	Not Aware at all	05	05%
Total		100	100%

Interpretation:

The data reveals that a significant majority of the workforce at Inkonsul Technologies is well-informed about the organizational HR framework, with **45%** being fully aware and **35%** partially aware. This indicates that the company's internal communication channels, such as the employee handbook and the digital HRIS portal, are functioning effectively. However, a small but notable **20%** of respondents (combining those aware only of basics and those not aware) suggests a communication gap, likely among new joiners or junior associates who have not yet navigated the complex administrative layers of the firm. From

an MBA perspective, high awareness is a prerequisite for policy compliance and employee engagement. If employees do not know the rules, they cannot appreciate the benefits. The management should focus on mandatory orientation refreshers to ensure that the "Partially Aware" segment moves into the "Fully Aware" category, thereby minimizing ambiguity during grievance or appraisal cycles.

5.1 SUMMARY OF FINDINGS

The empirical analysis of employee perceptions at **Inkonsul Technologies** yields several critical insights into the functional health of the organization's HR framework. The findings are summarized below:

- **High Policy Awareness but Selective Understanding:** Approximately **80%** of the workforce is aware of the HR policies, largely due to the digitized HRIS platform. However, deeper understanding is concentrated in operational areas like leave and attendance, while strategic areas like "Grievance Escalation Matrix" and "Long-term Incentive Plans" remain ambiguous to nearly **20%** of junior-level employees.
- **Strong Recruitment Branding:** The perception of recruitment transparency is high (**70%**), indicating that Inkonsul is viewed as a meritocratic employer. This serves as a significant strength in the Hyderabad IT corridor, where "referral-only" cultures often discourage external talent.
- **The "Performance Appraisal" Friction Point:** A significant finding is the **45% negative perception** regarding the fairness of performance appraisals. Employees feel that the current metrics do not fully capture the "intangible" contributions of technical consulting, leading to a perception of manager-level subjectivity and "Recency Bias."

5.2 SUGGESTIONS AND RECOMMENDATIONS

Based on the findings, the following strategic interventions are recommended to align employee perceptions with organizational excellence:

- **Transition to 360-Degree/Continuous Feedback:** To address the **45% bias perception** in appraisals, Inkonsul should move away from annual reviews toward a "Continuous Feedback Loop." Implementing peer-to-peer recognition modules within the HRIS can help capture the collaborative technical contributions that managers might miss.
- **Standardization of Grievance SLA (Service Level Agreements):** The HR department must implement a strict "Response SLA" for all formal grievances. An automated tracking system that notifies the employee at every stage of their complaint will eliminate the perception of "Non-Responsiveness" and foster a culture of accountability.

5.3 CONCLUSION

The study titled "**Employee Perception on Organization HR Policies**" at **Inkonsul Technologies** concludes that while the organization has built a robust and transparent HR foundation, there are specific "perceptual gaps" that require immediate attention to maintain its competitive edge. The research highlights that in the modern IT consulting industry, employees value **Transparency** and **Flexibility** as much as, if not more than, financial compensation.

The high satisfaction levels in Recruitment, Leave Policies, and Welfare indicate a healthy organizational culture. However, the friction observed in Performance Management and Grievance Handling suggests a need for more data-driven and objective administrative processes. For Inkonsul Technologies to thrive in the 2025–2030 era, it must evolve from a "Policy-Driven" organization to an "Experience-Driven" one. By bridging the gap between policy intent and employee experience through the recommended digital and cultural interventions, the company can transform its HR department from a support function into a strategic engine for sustainable growth and employee loyalty.

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